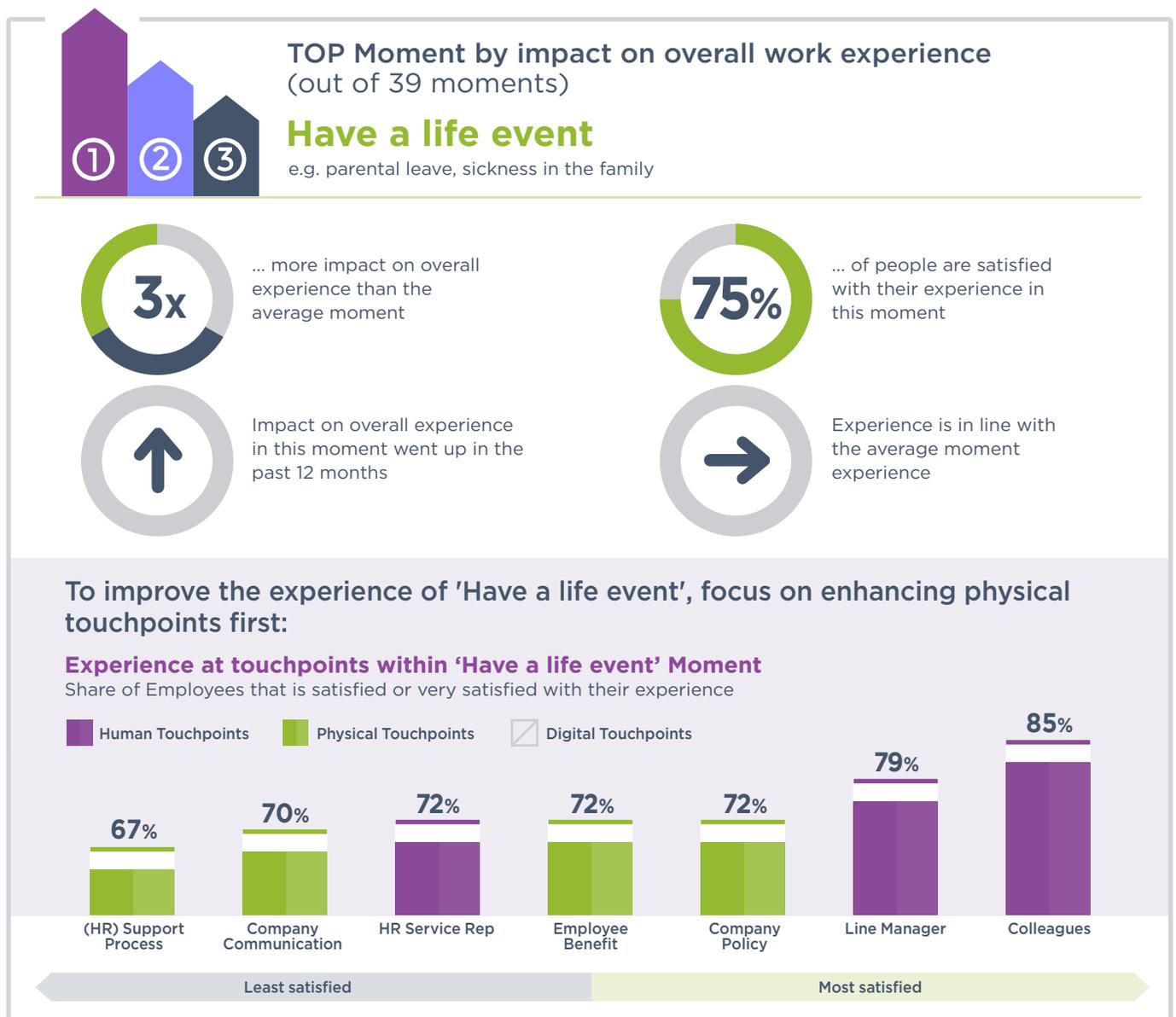


EX Status & Priorities

How is people's experience of work?



What is the top opportunity to invest in EX?



Please note that the analysis and related insights are organization-dependent and cannot be generalized to all.

Spotlight of the Quarter:

The Frontline Manager Experience



Companies know that frontline managers are key to business results:

The teams that they manage are responsible for selling to and serving clients. Given the outsized role that managers play in the experiences of their employees, if frontline managers serve their teams well, this will positively impact their team's ability to improve client experience.

However, in a world of changing requirements such as demanding customers, COVID, and the switch to hybrid work, where do frontline managers most need support from their organizations, especially when they are asked to do more than ever?

We have taken a deeper look into the experience of frontline managers in doing the tasks they need to accomplish as part of their everyday role. What do they need the most, what gets in their way, and how does their experience translate into a better experience of their teams, and ultimately their customers?

Below are the anonymized results of a customer case study.

Customer Case Study
(Global Pharmaceutical company >100,000 employees)

FINDING 1



TOP MOMENT

Hiring & Onboarding

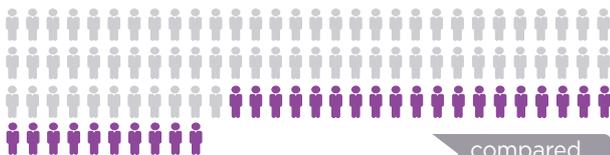
Hiring & onboarding new team members matters the most to frontline managers

Of all activities frontline managers perform as part of their job, 'hiring and onboarding new team members' is most influential on their overall experience.



... more impact on managers' experience of their role compared to the average moment

FINDING 2



Of every 100 frontline managers, 29 don't get the required support to hire and onboard new team members

compared to 21% for the average moment

Managers lack organizational support when hiring & onboarding new employees

This important moment is also underperforming by 8% pts. compared to average. At this organization, 29% of frontline managers don't get the hiring and onboarding support they need, which impacts their day-to-day productivity and ability to deliver a good experience to their teams

FINDING 3

Share of employees that is (very) satisfied with their managers (bottom 3 moments)



According to their teams, frontline managers underdeliver in three ways

Frontline teams report poor experiences with their managers when they...

- discuss compensation (27% lower than average)
- pursue a new job (-14%)
- set goals (-6%)

Enabling frontline managers for these three critical moments will increase their team's experience, and thus, performance.